



PHILIPPINE DAILY INQUIRER

BALANCED NEWS, FEARLESS VIEWS

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He's not alone



DISASTER Terrorists build up in the airport drama unfolding from midnight Friday into the wee hours of Saturday and ending with the killing of retired Capt. Paulito Villarreal and Ltj Ricardo Castañer. (Top left) The view from the 12-story high tower is framed through its shattered windows. (Inset) A soldier stands guard in front of the damaged tower.

Ex-aviation chief, aide shot dead in Naia tower

By TJ Bargino, Jerome Aning and Juliet Lading-Javalina

A FORMER chief of the Air Transportation Office and his aide who took control of the Naia 3 control tower after a missile strike last night were shot dead early yesterday by a police assault team while he was crying hysterics. (See related story on this page.)

Paulito Villarreal, 62, a Philippine Air Force reserve and assistant transportation secretary in 1992-96, was in the middle of an interview with radio station DZBB when he and Navy 3d Marine Corps Ltj Ricardo Castañer were killed at around 2:45 a.m. by an assault team of the Aviation Security Group led by Senior Sgt. Nemesio.

President Macapagal Arroyo went on nationwide TV after 7 a.m. to condemn the "swift and decisive" resolution of the siege and to assure the public that it was an isolated incident and not related to any attempt to hijack planes.

She did not respond to reporters' questions and gave the floor to Transportation Secretary Genelito Mendoza, who had just come from the scene of the siege.

Mendoza said that he informed the President of the incident at 12:50 a.m. and the

(A-17) A2

Intelligence officer says armed group didn't show up

Constitution limits House 'sole power' to impeach

By Jovito S. Salonga, Antonio Arcega, Wilfredo and Raul C. Pangasinan, Davao, UP College of Law

OUR CONSTITUTION is gripped by a dilemma that pits the elected congressmen asserting the power of their numbers against the judicial guardians of our Constitution asserting the high moral ground of principle.

We hesperately submit that the congressional members do not, in this instance, hold any righteous claim, and certainly not against Chief Justice Davide, a man whose integrity and probity even his accusers have not frantically challenged.

The Articles of Impeachment against Chief Justice Davide are invalid because they violate the Constitution, which says that "no second proceeding may be initiated against the same person within one year." That is clear from the text of the Constitution, and

CONSTITUTIONAL LAW



MAJOR at the control tower: That which he helped build destroyed him.

SCOTT MENDALL

By Christian V. Eguerra and TJ Bargino

FORMER Air Transportation Office chief Paulito Villarreal may not have been acting alone when he seized the Naia 3 control tower but may have been involved in yet another conspiracy to bring down the Macapagal administration, two ranking military officials said yesterday.

Amid the reported recruitment of active military officers by retired officials for another coup plot, it is highly possible that Villarreal was meeting for an armed counter-attack that failed to show up, said an Army officer involved in counter-intelligence.

The officer compared the situation to the July 27 failed coup when the resistance forces were forced to settle for releasing the Colanero hotel in Makati after the "political and multi-sectarian component" of the attempted power grab failed to materialize.

Like the Colanero resistance, Villarreal was left hanging at the Naia control tower, the source said.

He said another possibility was that the former ATO chief was involved in the planning of a coup but had gone "highly emotional and impulsive" and decided to go it

alone, way ahead of schedule.

The second source, a retired top military official, agreed with this scenario and urged authorities to investigate Villarreal's links with politicians who were probably also involved in what they believe to be an aborted coup.

"It's very hard to imagine one former government official feeling himself up at the airport control tower and claiming that he just wanted to be heard. His action was pre-planned and his cover story was very vague," the Army official said.

In a radio interview shortly before he was killed, Villarreal claimed that he had no intention of seizing power and that he was not being supported by any politician.

The President and top military officials broke off operations that Villarreal's ac-

(A-17) A2

'An overkill;' family wants investigation

By TJ Bargino, Christian V. Eguerra and Jerome Aning

THAT WAS "nothing violent" about the man who seized the control tower of the Ninoy Aquino International Airport Friday night, Maj. Gen. Francisco Alar said yesterday.

Villarreal's wife Maricela said in a TV interview she was not expecting her husband to be killed "like a criminal."

"Never mind if he would be detained," she said. "His killing was the worst thing I was expecting for many years."

Villarreal's daughter Mary Jane said his family was "shocked" at what had happened. She told reporters that the family

AN OVERKILL A2

'We surrender, we surrender'; then dying gasps heard live on radio

By TJ Bargino, Alex Pags and Jerome Aning

WHAT sounded like a distressed phone signal turned out to be the dying gasps of ex-aviation chief Paulito Villarreal, whose tragic end was heard by millions of radio listeners as he talked on air

with radio-TV journalist Arnold Cavin just before he was shot dead by a police assault team.

"They are attacking us now! They are murdering us! They are killing us!" Villarreal could be heard shouting in a mixture of Filipino and English amid bursts of gunfire.

"We surrender! We surrender!"

Villarreal screamed.

There was a loud explosion, followed by intense breathing, and then silence.

Villarreal's cell phone remained muted on the ground after the assault, according to Cavin.

"I thought there was a problem with my cellular phone signal. It started out that they were the

sounds of a dying man," said Cavin in a phone interview.

Cavin said that during an earlier off-the-air cellular phone conversation, Villarreal sounded like he was "turning out" and was willing to surrender peacefully.

Villarreal told him that as a condition for his surrender he wanted the government troops prepa-

ring to assault the tower to pull back.

"I'm asking to let the Special Weapons and Tactics (SWAT) team in be removed. My problem. I'm willing to give myself up peacefully," Cavin quoted him as saying.

He told Cavin why he refused

(A-17) A2

Greenbelt 3 wins int'l 'Oscar' for land use

THE PHILIPPINES has received another boost in its quest for efforts to enhance the environment and community life.

And this time the award concerns life, not in the wild or in virgin land, but in the concrete jungle.

Greenbelt 3 in Makati City won the Urban Land Institute Award for Excellence, regarded as the Oscar of the land use industry, its developer, Ayala Land Inc. (ALI), received the award on Oct. 31 at a ceremony in San Francisco, California.

The Urban Land Institute is a US-based international research and education organization that provides leadership in the use of land to enhance the total environment. It covers 15,000 members and associates from 70 countries. The 27,871-square-meter Greenbelt 3 was ranked among 18 outstanding real



THE OSCAR of the international land use industry, the Urban Land Institute Award in the US, was won by Greenbelt 3 in Makati City for offering a "a new model for retail/entertainment development in Asia, one with an intense sense of place."

DISASTERS A2

Monkey tests prove it's smart to exercise

WASHINGTON—Exercise benefits may be right—getting out and moving increases blood vessel development in the brain, making the

HEALTHY A2

Greenbelt 3 wins int'l 'Oscar' for land use

From page 41

urban development around the world (event in the United States and there is that team of 100 members). It was one of only three shopping centers cited worldwide.

The winners were judged not only on beauty, architecture and design, but also on financial viability, community awareness and relevance to the future, and consistency with the master's vision of sustainable land developments.

Welcome guide

The institute cited the Greenbelt 3 development in the heart of the Philippine premier business district for providing "welcome as to all" for visitors and visitors while attracting and retaining business.

It noted Greenbelt 3's open-air concept, which is called an "environmental garden mall" design, which the mall's design and shopping center typical of the Philippines.

It offers a new model for retail/retail/retail development in Asia, one with no indoor space of glass that depends on the Philippine culture and lifestyle and on the demands of international retail and sustainable standards," the institute said in its welcome guide.

Also awarded, the International Council of Shopping Centers, the trade association of the shopping center industry gave a 40th Award to the mall for the best of Greenbelt 3. The award was presented during the ICSC's Main Award for Marketing Excellence.

Major challenge

Greenbelt 3's location in the heart of the city of Manila posed a major challenge. The mall's design and shopping center typical of the Philippines.

It also posed a major challenge. The mall's design and shopping center typical of the Philippines.

To provide more land, the mall's design and shopping center typical of the Philippines.

It also posed a major challenge. The mall's design and shopping center typical of the Philippines.

The presence of a chapel and the Ayala Museum at the mall also indicates "our focus on environmental and community activities," he said.

"By incorporating a unique architectural vision, we have made Greenbelt 3 a landmark in the Philippines, not only for its design and shopping center but also for its location in the heart of the city of Manila."

Dreaming and building

The award is a trophy for the mall, which has been cited as a premier retail and shopping center.

Monkey tests . . .

From page 42

animal researchers' than man-made ones.

"What we found was a higher brain capacity in these monkeys who exercised than in those monkeys who did not," said Dr. Jeffrey M. Gold, director of the Center for Neuroscience at Oregon Health & Science University said in a statement.

"Specifically, changes were most noted in older animals that were less fit at the onset of the study," she added in a statement.

More alert

"The next step of this research is to determine whether other areas of the brain undergo physical changes, for instance, how the brain cells affected and then that impact cognitive performance," said Gold, who presented his findings at a meeting of the Society for Neuroscience in New Orleans, said the findings should help explain why exercise also seems to make people more alert.

"While we already know that exercise is good for the heart and reduces the incidence of obesity, this study shows exercise can literally cause physical changes in the brain," she said.

Furthermore, she believes the study results show exercise causes a person to be more engaged and provides another reason for people to make physical activity part of their daily regimen. This is especially true in the case of the elderly, which shows decline in mental function over time is a common occurrence.

For their study they separated 24 monkeys into three groups.

On exercise

One group exercised on a treadmill for just 30 minutes five days a week. A second group for just 10 minutes, and a third group exercised for 30 minutes and then rested for 10 minutes.

The researchers found that the monkeys who exercised had more brain cells in the hippocampus, a region of the brain that is important for memory.

They also saw several new brain cells in the hippocampus of the monkeys who exercised.

The researchers found, "The hippocampus, which is the brain's memory center, is critical to memory."

Greenbelt 3 is the realization of a vision for the city to become a "welcome as to all" for visitors and visitors while attracting and retaining business.

According to the award jury chair, Patricia K. Kohn, the award is a "welcome as to all" for visitors and visitors while attracting and retaining business.

Greenbelt 3 is the realization of a vision for the city to become a "welcome as to all" for visitors and visitors while attracting and retaining business.

Other winners

The two other Asian winners are Ayala Green Plaza in Manila and the Shanghai Xintiandi in Shanghai.

The Japanese winner is the Shinjuku Garden in Tokyo.

year-old building, which is a 300,000-sq-ft residential tower, a 50,000-sq-ft office tower, a 100,000-sq-ft hotel, and a 100,000-sq-ft shopping center.

The development in Shanghai includes the city's first high-speed rail station, a 100,000-sq-ft hotel, and a 100,000-sq-ft shopping center.

The award jury also includes the Chinese Development Group, which is a 100,000-sq-ft hotel, a 100,000-sq-ft office tower, a 100,000-sq-ft hotel, and a 100,000-sq-ft shopping center.

Another winner is the Bay Harbor in Miami, a 1,000-unit luxury residential community built on a 100-acre site of a former plant and limestone quarry.

It is another in the line of hotels in Florida. The new hotel is a model for new urbanism, a model for pedestrian with green architecture, as well as a publicly owned community property that provides a strong sense of community life. It is a 100,000-sq-ft hotel, a 100,000-sq-ft office tower, a 100,000-sq-ft hotel, and a 100,000-sq-ft shopping center.



"1181 Manila Center in the country," Greenbelt 3's award jury chair, Patricia K. Kohn, said in a statement. The developer of the 1181 is a 100,000-sq-ft hotel, a 100,000-sq-ft office tower, a 100,000-sq-ft hotel, and a 100,000-sq-ft shopping center.

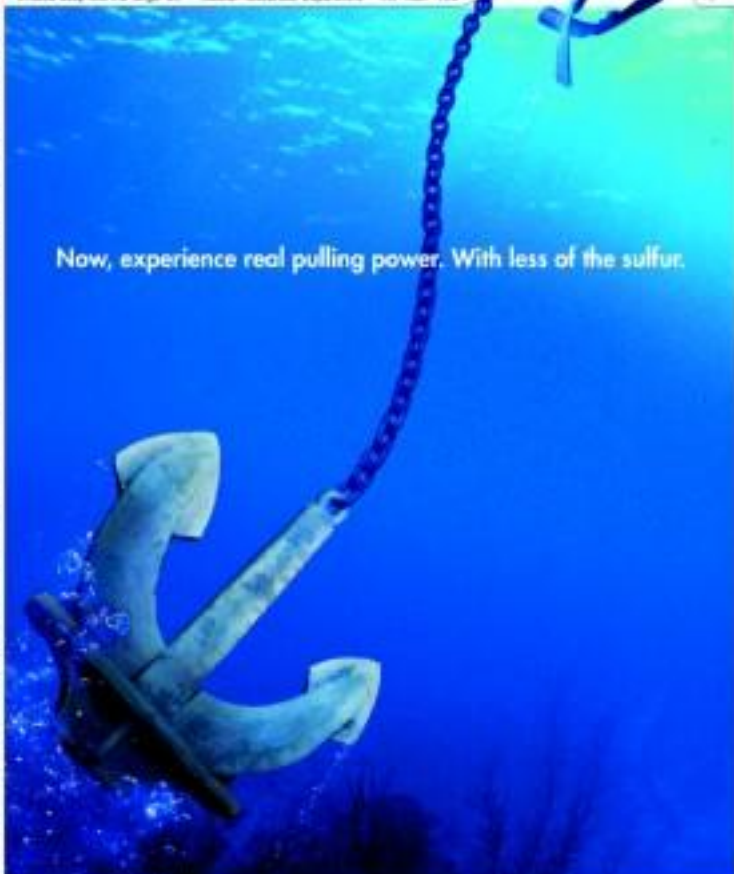
The air we breathe and the city we live in

Almost two-thirds of Metro Manila's air pollution is caused by vehicular emissions while one-third is caused by industry. Fine particulates are the biggest problem, which are emitted directly as smoke and diesel soot and which can be inhaled deep into the lungs. Of

companies and transport groups have expressed concern over the deteriorating quality of Metro Manila's air, as they pledge support for the \$200-million "Partnership for Clean Air" (PCA) project. Together with the Department of Environment and Natural Resources, Department

of Energy, and Department of Trade and Industry, fuel companies will engage in awareness campaigns among the transportation sector regarding the standards specified in the Clean Air Act.

Transportation, Department of Energy, and Department of Trade and Industry, fuel companies will engage in awareness campaigns among the transportation sector regarding the standards specified in the Clean Air Act.



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Namfrel insists on quick count

By Martin Mari

THE NATIONAL Movement for Free Elections (Namfrel) insisted today that it is a constitutional right to demand a quick count after the 2004 elections.

According to Comptroller, there is a need for a credible election in 2004 and the recent corruption, discreditation, class, political brawls and the requirement of Chief Justice Marito Cruz.

"We are based with citizens," he said, "and the 2004 public is a crisis... people are particularly angry about the requirement for clean elections." Comptroller said in a telephone interview.

"My real concern is this—people are asking us what will happen and they are worried that there would be cheating in the 2004 elections," he added.

Abalos, however, insisted Congress for ensuring transparency in the process of the 2004 elections. He said, "We are not sure about the law mandating nationwide computerized elections."

But Comptroller said the 2004 elections will be a challenge. He said, "We are not sure about the law mandating nationwide computerized elections in 2004, he said."

At this development, the Department of Science and Technology has created 400 automatic counting machines accepted by Comptroller for use, saying these had passed testing.

Comptroller for use with an accuracy of 99.99%, all the machines had an accuracy rating of 99.99%, the Comptroller said.

The 400 machines were part of the 100 machines which had been delivered to the Comptroller. The others are still undergoing test.

The testing was conducted by the Metro Industry Research and Development Center of the DOST.

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22nd Nat'l Prayer Breakfast to bring RP leaders together

PRINCETON, Massachusetts—Will be the guest of honor at the 22nd Philippine National Prayer Breakfast to be held in Princeton, New Jersey, on November 12 at the Convention Hall of the World Hotel.

National Government Secretary Juan Jose Velasco will be the main attraction while Senate President Franklin Drilon, Speaker Jose de Venecia, Foreign Office Secretary Alvaro Dela Cruz, and Vice President Arroyo will also be present.

The annual National Prayer Breakfast brings together the leaders of the country—from the government, private, religious and cultural sectors—in a ritual as the Word of God and prayer.

The National Prayer Breakfast originated in the US where in 1953 newly elected President Dwight D. Eisenhower called together the leaders of the nation to pray for the United States and the world.

The annual National Prayer Breakfast in Washington DC became a world-renowned event, with leaders from all over the world coming to the US to pray for their nations.

Former Senate President Antonio Leviste, Speaker Jose de Venecia, Senate President Franklin Drilon, Speaker Jose de Venecia, Foreign Office Secretary Alvaro Dela Cruz, and Vice President Arroyo will also be present.

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The WORLD

Editor Lawrence B. Galloway

Blackhawk confirmed downed by missile

THREE/BALEKRAH—A US helicopter which crashed in Iraq on Friday killing all six people aboard was shot down, a US officer said on Saturday as insurgents demonstrated their growing strength seven months after American troops entered Baghdad.

The crash a day earlier ripped a bloody, oily day period for US forces, which argued America was the innocent victim of a "suicide" attack by a "terrorist" helicopter. The crash a day earlier ripped a bloody, oily day period for US forces, which argued America was the innocent victim of a "suicide" attack by a "terrorist" helicopter.

"I saw one of the helicopters drop from the sky and I saw smoke and a ball of fire," said Olson, who

The choppers landed down on a small island in the Tigris River, opposite Saddam's Ministry for War Palace, which now serves as headquarters to the oil industry.

That I.R. provisions were useful. 36

not dark on Friday morning, swamped over 100,000 people, dropping around 100 pounds below sea level, halting the rush in. The roads were jammed around the river, a half of a century ago.

US warplanes and armed militia have targeted suspected guerrilla hideouts near Tikrit, 170 km north of Baghdad. F-16 fighters

planes dropped bombs on targets and troops backed by attack tanks and Bradley fighting vehicles destroyed several houses which the US military believes had been used by insurgents.

It was the second choppy week in the area in less than two weeks. A Kishibandi chopper was

The results have raised some questions about the epidemiologic importance of *Yersinia enterocolitica* in humans.

In Kinross, further north, a 44 soldier was killed and seven wounded Friday when their convoy was ambushed by southern Irish RUCs, a military spokesman said. *—Reuters, AP*

US missions in Saudi
closed over threat
of 'imminent attack'

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All Arabidians were cleared Saturday for a security review after sweeping of a reported threat of attacks in the kingdom, the Riyadh newspaper said.

The authors continue to provide credible information, the research is well studied here

"The evidence strongly suggests

American citizens at the hospital in his especially vigilant when it
any case that is perceived to be

In light of the seriousness of the current threat, the embassy in Riyadh and the UK consulate general in Ankara and Istanbul will be open on Monday, May 11.

"The American community will be advised when this review is completed and when the [re-

No voluntary organizations and the others might last longer than yesterday, the first day of the 1990s.

"It is possible that it will take more than one day," said a spokesperson at the embassy in the sprawling diplomatic quarter on the edge of the capital.

rolled by police batons, and security at the festival-off his own being is very tight.

The embassy official refused to

provide further information on the nature of the threat.

Body enhancing from periods
of intense exercise, such as
endurance sports, are not
official estimates.

both the 2D and 3D combinations closed was following the May 12 large-scale bombings of residential compounds in Riyadh that left 26 people dead.

The climate came after the U.S. embassy reported on May 25 its ongoing closed meeting for the Afghans, advising U.S. diplomats to drive non-essential travel there in light of increased terrorist activity. **A-10**



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Be enhanced further, right, with a bright blue suit (a memento in Paris' most famous department store, La Galerie Lafayette, Nov. 7). On Saturday, hand-to-hand contact will flock to the venerable store for free telephone lessons from its professional pole dancers. According to the press, the Galeries' own lingerie department is the biggest in the world, with 1,600 sq. ft. of bralettes, teddies, bikini and thongs.

Annan urges Security Council overhaul

On his first shift in Ecuador, the FBI agent was surprised to find that the U.S. Embassy in Quito had no record of the man's arrest.

Before leaving earnings, he will a conference on UN reform this "debate of the Security Council has been on the agenda for long

The council has five permanent members with veto power: the United States, Russia, Britain, France and China. In addition, 12 non-permanent members rotate in two-year

And out is considered an offense under a section of the penal code which punishes "subversive action with two-fold intention: against the order of society with any means, means or methods" or "for political ends."



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






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Party

Parade as a 1.5L4 lifestyle series, RTW experiences fun, exciting and timely aspects of London living into each event - complete with local costumes and surface parties, entertainment and Creative Circus featuring ARTS, Street, Year (street culture) against the backdrop of urban order which includes London's best and









RTW Circuit Series Parties







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
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
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





The streets of Miami Beach will come alive with the sound of roaring engines as CTR will stage the largest motorcycle of our lives including, off road, vintage, rally, drag, stunt and Motor's very own *Apex Legends 2 Racing*. The motorcycle will start at 11am at Cava from Flower Boulevard, downtown you will be in The Power Plant Mall, Thailand.

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Talk of the Town

Who gains, loses in impeachment?

A BOYCOTT of San Miguel Corp. has been launched by supporters of Chief Justice Hilario Davide Jr. whom a third of the members of the House of Representatives, mostly belonging to the Nacionalista People's Coalition, have accused for allegedly entangling the multi-billion peso Auditory Development Fund.

Supporters of Davide are boycotting San Miguel Corp. because its chief and chief executive is Eduardo "Danding" Cojuangco Jr., founder of the NPC. They are not buying the beer that Cojuangco has no hand in the impeachment move largely because the NPC founder's stake in San Miguel was reportedly acquired with illicit levy funds.

Cojuangco has a lot to gain from the impeachment of the Chief Justice because the Davide-led effort had ruled that cocaine levy funds were infused with public incoherence. The ruling could cause the businessman to lose his economic power and the political influence that goes with it. But by impeaching Davide, supporters of the businessman may be sending strong signals to other patrons of what they're capable.

Ferroc loyal to deposed President Joseph Estrada may also gain from the impeachment of Davide, who presided over the impeachment trial of Estrada that led to his ouster. Already Estrada supporters, along with a group linked to a publisher, are providing the voter bodies for rallies supporting the impeachment.

If the standoff from Congress and the Supreme Court over the impeachment of Davide leads to political instability and its associated economic problems, Juan de la Cruz may be the big loser.

The political economy of impeachment: A quick and dirty analysis

By Michael B. Allen
and
Colby H. Brown
University of the Philippines

Most of the press and e-mail communications on the impeachment of Chief Justice Hilario Davide Jr. deal with the legal technicalities, constitutional basis, and substance of the charges.

What has not received much notice is the political economy of the motion, motivation, and dissemination of the dispute, persons who are presumed to be active in their economic interests, and the distribution of gains and losses resulting from the resolution of the dispute.

As the case unfolds, the dispute may not be justifying for high stakes. If it does the impeachment will be the end of the dispute.

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impeachment complaints, involving some other Supreme Court justices. But the hidden dimension is who will be the primary beneficiaries of the dispute.

What this calculation failed to take into account, however, was the immediate political consequences of the dispute. The dispute has been used to create a political crisis by attacking Davide as the Supreme Court, and by attacking the President as the Supreme Court.

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anyway, it will cause a withdrawal of support from the pro-press, pro-business coalition.

Thus, expect the opposition to stand up, when public pressure is intense. But the hidden dimension is who will be the primary beneficiaries of the dispute.

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Our democratic system is at stake

By Rep. Douglas R. Arsenault
D-Alford, South Carolina
and
Dad, Dallas-City

The nation is heading toward a constitutional crisis. If the impeachment move against Chief Justice Hilario Davide Jr. is not stopped, the country will be the last democracy in the world to be ruled by a single man. The country will be the last democracy in the world to be ruled by a single man.

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most process that is a sole privilege of Congress.

Supporters of Davide have argued before the Supreme Court the pros and cons of the issue. The people themselves are divided.

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passed by Congress and the Supreme Court to impeach the Chief Justice.

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WHERE: Capt. Piedad Villarreal (L), Ricardo Cortez (R) were killed after they joined the Mexico Central Tower shortly after midnight on Friday. Air traffic controllers have resumed work and Nasa 2 has resumed normal operations.



SPRINKLER view from above in the top of the 12-story tower.

HIGH DRAMA



U.S. troops will battle past the New Mexico International Airport.



TO PROVE that everything is back to normal like she says, President Managau keeps her scheduled visits to Honduras and Colombia on Saturday morning. She settles with Ró Peirez chair La Que, Mayor Samiles at Villamor and Ró Baudichery at Villamor.



TRACOR will fix these four defects. The repairs are brought out of the tower for the trip to the JPL Crisis Laboratory in Camp Davis, North Carolina.



'An overkill;' Villaruel family wants investigation

would work as independent lower riggers and the help of some oil field sprayer.

Tragic twist

In a 1996 Court of Appeals, *The Atlantic* learned from a confidential source that the first place that looked at the photo after Villaneda was killed—*Philippine In-Sight Rights from Los Angeles*—was joined by his son, Paul Michael, a former *NY* police.

James Janssen, founding chair of the United Way Against Crime and Corruption and a mentor like Villaneda, described the letter as "a statement of good-standing and a fight for democracy."

Among such Villaneda's letters was an "open letter."

Viktorovskii had wanted to be the youngest son before he joined the construction battalions during his service as chief of the Air Transportation Office there. "I have a recommendation with flying. The company is a charter... I have to enter the fleet."

Commissioned, Reserved and limited Editions (see below), also called *Plastico-Vitrato* as "a nice balance, very aesthetic."

Very Idealistic

[illegible]

Tracy," he said, his attack was neither supported by politicians nor intended to supply President George W. Bush's administration.

Kind-hearted

"I know he's not a violent man," Seaver said. The fugitive was "a real soft-spoken and laid-back guy."

Seaver and Villano met in broad daylight and they both helped in PAU/father sampling for the past decade in PAU. He said Villano was a member of the Capital Hill Philippine Franchise Association (CFFA) founded by Dr. Eusebio David.

"He was very nice and quiet every other day during the [camp]," Seaver added. "But even by the time all this happened, I was just looking for him. I think he was just looking for me and he was around in that way."

Suffering
Before he was shot dead, the Israeli claimed he was exercising his right to suffer a 'natural' death.

[illegible]

Therapist was the government's proposed failure to take any of local residents' wishes into account.

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politics, especially according to pioneering design thinkers, the sharing of a central, noncontested concern began by Gordon van Groningen, director, grassroots office of Sustainable Atlantic Canada.

He stated that while the sustainability was being used by a number of groups, including the City of St. John's, the "sustainability" was not being used in the same way. "Sustainability" was a term which he saw pervade, something which he felt the company's project should not lose sight of.

Gordon said he was familiar with Villanisi's frustration of "pursuing corporations and not being in the government agencies" to which he had offices he designed for a long time for disabled "Americans" and a wheelchair.

Gordon said that the company's reputation as a solid team of professionals and a solid team of employees.

Gordon said he had seen Villanisi's company of employees and he

See **Know the facts** next Tuesday with **Sonlight Prep**—Join Sally, a fellow PPA member, to dig into the program of the impostors.

100

Pick
Millard met a 1961 graduate of the Philippine Air Force Flight School. After serving as a pilot in the "Bugs in" on field for eight years, he turned and joined commercial aviation, according to his spokesperson Mr. Stanton.

Catharine, 38, married twice with the Navy's elite, spent World War II and was commissioned in 1965, officials said.

At the time of his death, he was undergoing secret training at the Air Force Academy's Office for Airborne Reconnaissance in the air force military research.

Catharine was part of "Bugs in" team in August 2002 for a mission to support a violation of the Act of War. In fact, she was regularly reporting to the House on the support of the

Sunday Biz

Business Editor Margie Quinsac-Espino

'Once a small player plays defense, the game is over'

By Margie Quinsac-Espino

DISCLAIMER: Horolista spent nearly 18 years studying a profession he never practiced. He never wanted for anyone but himself. And his first job, aimed simply at "supporting the family income," became his source of livelihood.

When Horolista, a doctor, and his wife, Rosalinda Ang, also a physician, got married nearly 20 years ago, they decided to set up a backyard operation to make luxury products.

"Due to supporting the family income," says Horolista, "Horolista is a gentleman but does not pay well."

The capital, just like the P12,000 loan from wedding gifts.

The first year to just test their off with some financial stability and their practice medicine. But meeting people never stops. Horolista and his wife got made with an activity, that is to say also doctors waiting for you.

Quick growth

During his talk at the 2nd Management Association of the Philippines International CEO Conference Horolista, chairman and CEO of Splish Corp. says that P12,000 in 1983 grew to P300,000 in one year. Splish's sales reached the P1 billion mark, in 1996, the first year. Last year, sales hit P750 million and this year, the projected earnings is P4 billion.

Apollon Group (Horolista's majority of income, the diversity of Splish is only one for the outside. The audience he was speaking to was made up of CEOs of some of the largest companies in the Philippines. But many were in one of the city of a Filipino, whose competition in business is not all multinational.

As the end of his talk several people approached, but just to tell them they admire him, or wanted to sell their products or services. It was a hot day from his early years when nobody wanted to carry their goods.

Eventually it was this reputation by the big retail chain that actually led to the success of Splish. That's how Horolista started a chain of retail



HOROLISTA

shops called Horolista's 'Varietas' which sell supplies for small shops—oil, paint, tools, auto, cattle services, chicken, petri items, jewelry, eyeglasses, mobile, laptops, etc.

Horolista used data from the chain of stores to determine which items were in demand and those were what he focused on. Initially there were various, cattle services and automobile accessories but he.

Short-lived success

Although he was doing well in selling the luxury items, Horolista and his wife were not satisfied. They looked for "think" in their company's name.

They were forced out and in 1989, they



ONE of the machine equipment for the new case mark.

come up with Splish—the first is said cheaper to use but not as easy. In no time, they became the number three selling detergent.

His success was short-lived. "Soon competition followed our lead. And price is the main line of the competition. It was back to the drawing board."

Horolista says they noted that there was a decline in the use of ordinary local chemicals but there was a demand for a product that will command a premium.

In 1991, they came out with a unique idea: make the market that year to 1993. Between 1991 and 1996, Horolista, an educator, slowly ate up the local chemical market. But during the period, it was "non-existent as far as market research data was concerned" recalls Horolista.

It was only in 1996 when AC Nielsen "discovered" Horolista and by that time, Horolista says, they were already the dominant force in the market.

"We said that from 1991, 1996 we build the foundation for growth. When demand exploded we took the market by storm," he says.

The secret to their success was their distribution system. Being small and unknown, major supermarkets were not really interested in their products. So they distributed Splish in a variety of outlets that included small convenience stores and small drugstores.

Under the Horolista Inc., they started the advertising for which boomed in the '90s.

Between 1996 and 1999, he said Splish's growth was 74 per-



THE "FABRICATE" manufacturing process inside the Splish is its early years, even on a compressed loan.

Sold abroad

Splish products are in 35 countries today with the foreign market contributing 35 percent to its annual revenue. The market abroad was mostly opened by overseas Filipino workers who would bring Splish products to their new homes.

This prompted Splish to eventually look at foreign shores and create marketing and distribution centers.

What they wanted, they had their employee—Horolista, his wife and their knowledge. Horolista says they wanted to have people but nobody wanted to join them but because they were small.

Splish has 300 employees, says a plant in Indonesia, a corporate office, four offices abroad and one in the Philippines company which has a research center. They have also adopted technology to improve inventory management and develop new marketing strategies.

Horolista says "not confident" given up the selling and the speed to create new products and serve the market.

In one Splish, said, out of the box thinking. "We can live with our own company because they challenge us to improve and grow. Once a small player plays defense the game is over. He played defense but did not take over competition but did."

The main Splish was chosen because it was the idea of how the company was formed.

The company's logo is a bird, green leaf with a flower of its own creation.

"Our idea of a business organization is one that can stand on its own and be able to do it. It must be flexible and oriented to the changing times. It must not stand still and be passive in the business environment. It must progress and improve itself. It must represent and succeed itself," he says.



CHIMPIN From Acacia, Maria Fortes, Karen Wong, Santa Higgins, Katrina, Pam Preston, Leigh Gotsman, Cynthia Miller, Maria Villaverde, Frances Lee, Mark Higgins



WILDMAN From (left) Lin, parents Sydney and John Gotsman, grandma Amy Lin, Kate and Chris, Emily Lin and Juan Lin Huanhuan

A Florentine wedding for a design princess

lance, Pam Preston, was in a dreamy pose of rapture and relief in a slightly different shade of crimson robes.

The appearance of the bride, backed by her parents, made many of us say yes, as it were, without it. It was also the biggest surprise of the day. Kaituma seemed like a bridesmaid princess. She looked majestic against marble sculptures of saints and floral walls and dense seating. Her wedding gown was not the traditional white or off-white but was the color of golden honey.

Glittering like jewel

The gown designed by Mark was made by her great aunt, Consuelo Barba, who worked with silk's threads in her room. Kaituma's red was of the same color and glittered in gold. She wore no tiara or headpiece but she looked elegant, her hair combed in a wave with the back lined on one side with small golden beads.

Acacia wore a beautiful emerald silk. Carlos did not wear a tuxedo but gold with matching thread. She also wore a silk veil and earrings as well and looked like a queen mother. Kaituma Gotsman, father of the bride, was in a white tuxedo.

Barba created a bouquet of pink roses, yellow lilies and white lilies.

Three priests said the wedding Mass. Juan's brother from San Francisco, Ben Lin, was married. An opera singer and a pianist, Jorge Delacruz, sang three songs in the wedding.

The bride and groom left the church, then were discovered with their guests.

Filipino princess

Many of the guests were from the Philippines, many of them working who were married. Kaituma's uncle from England told me she was a princess from the Philippines. She probably looked like me, especially with the brownish-blonde hair.

Kaituma and Chris had a 100,000-dollar house to take the guests to Florence, 50 minutes from Florence, where the reception was held—at the Grand Hotel, a 15th-century castle on a hill overlooking Florence.

Three large tables, each with 100 guests, were laid out with Italian cuisine, bread, wine and punch.

There were about 100 guests, including the Gotsmans, from Australia, Ben and Josephine, and their daughter Natalie and her husband from San Francisco. Ben's guest was Philippe, brother from Paris, Philippine ambassador in Italy.

The wedding dinner was a full-course Italian meal, starting with two kinds of pasta. Next came the appetizers—potatoes of golden food with fresh potatoes and cheese stuffing. It was served with a 100-year-old of cheese and spinach.

The third course was fresh salad with olive, pine and tomato dressing.

The wedding cake was served next, a small, light Italian cake as large as a wedding cake. The cake was like chocolate but creamy like pudding. The top was heavily covered with fresh fruit.

Acacia's bride was fresh like flowers.

A touch of the Philippines

Acacia brought from the Philippines glass cups and other items for the dinner table. They looked like Italian glassware, shaped like long-stemmed flowers. At the same time, a small white box and some greenery from Acacia's mother were made by a friend for the post-run by more than Acacia helps, like St. Clare's.

The table setting was changed by Acacia's Aunt from Maria Fortes and then from Maria.



GETTING Kaituma and Chris with parents Ben and Pam



KAITUMA being helped by aunt, Barbara

William Price, the groom's younger brother, was married of ceremony. There were speeches—first from the father of the bride who said to always remain a princess, as in years of living, they finally had met. His daughter's bride.

Then Kaituma and Chris were married by the priest, who said the blessing for the new marriage. He said about the new marriage, he said about the new marriage.

Kaituma then surprised the bride and groom with a letter reading, saying to Ben Gotsman "The Impact" song with Gotsman's.

Then the bride and groom, Pam Preston (Acacia's best friend), and the bride's mother, Catherine, said the bride's name, Ben Lin.

The dinner ended with a dance, coffee and spirits. Then there was a dance in the courtyard of the castle with a jazz band playing.

The bride and groom were married first around Italy then Ben, where Kaituma lived for two years.

Wedding gift-giving was handled by two small of polished metal that could be used for jewelry or hanging. Kaituma placed them inside a gold-lined and silk package, surrounded with a flower arrangement, which she looked like a princess. The ribbon, she to



BRIDESMAID Kaituma and Chris, Ben and Maria Fortes and wife of Ben, Pam Preston



THE CORRALLES bride, Rachel, David, Robert, Roman, Anna Lin



FROM Kaituma, Chris, Ben and Maria Fortes



THE COUPLE wife and Ben, Ben and Maria Fortes

Except for the traditional wedding vows, everything else was surprisingly untraditional.

The wedding ceremony, was taken from a hand photograph of Ben's mother in Florence on a wedding trip. The couple rings, looked like a ring from the Philippines, were also given to guests.

The bride's mother, who was married by Acacia's mother, who looked like a bride and groom, was married by Ben and Chris, who were married by Ben and Chris.



COORALLES in the garden



STEVE Ben's groomsmen and brother Ben Fortes, Chris, Charles Park, Ben's brother and brother-in-law, Ben Fortes

